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In this issue you will find articles examining:

- Change Management and Cultural Intervention
- Leadership and Career Development
- Knowledge/Talent Management
- Organizational Capability/Effectiveness
- Organizational Design/Transformation

**SPECIAL EDITION:
Best Global Practices in Internal OD**



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Letter from the Editor:

Best Global Practices in Internal Organization Development

By Thiet (Ted) K. Nguyen, Johnson & Johnson

I write this letter to conclude the third and final volume of the special global edition of the OD Journal from the city of Dubai, United Arab Emirates, one of the fastest growing business centers in the Middle East.

Yesterday, as I was waiting to board my plane from JFK airport, I had a chance to relax in the Emirates lounge. There, I saw an entourage of Middle Eastern dignitaries (with an even larger number of American bodyguards) – presumably heading home on the same flight. With an hour to spare before departure to Dubai, I picked up the Financial Times and read a headline that revealed Warner Bros, the largest Hollywood Studio, has made Abu Dhabi, the capital city of this country, its entertainment hub. With an unprecedented investment in the breadth and scope of activities, Warner Brothers expects to create a 6,000-acre theme park, movie studio, hotel, multiplex cinemas, videogames, and infrastructure for Abu Dhabi's digital transformation. Abu Dhabi will contribute \$500 million to co-finance Warner films, a 50-50 joint venture on broad-appeal films. Together, Warner Bros and Abu Dhabi are exploring opportunities in additional areas such as production facilities, digital content distribution, and retail opportunities in the Gulf region. I boarded the plane smiling to myself as I considered the phenomenal growth opportunities in the Middle East.

When I finally arrived here in Dubai 14 hours later, I took a short tour of the city. Knowing that I had arrived during the observance of the Holy month of Ramadan, a Moslem religious tradition where people fast from sunrise to sunset, I was fascinated to see that the Mall of Emirates was full of people enjoying fun activities, like snow skiing inside – in an environment controlled at 2 degrees C while the outside temperature was 40 degrees C. The hotel I am staying is directly across from the large American Hospital (actual name of the hospital), and a five-minute drive to Healthcare City, where I am scheduled to meet with senior Johnson & Johnson business leaders from the Pharmaceuticals, Medical Devices and Diagnostics, and Consumer sectors. Our meetings are scheduled for Sunday, which is the first workday of the week here.

This morning, as I enjoyed breakfast and read the Gulf News, a local newspaper, I saw a headline in the Business section that read “India Now Outsources Outsourcing.” The article described how India is now outsourcing outsourcing in this global economy, now that its own wages are rising and demands for its services are increasing. India is facing competition from newly developing countries seeking to emulate its success in back office support to wealthier nations. This is driving leading Indian companies to establish their operations in those competing countries in order to outsource work to them. Infosys Technologies described its outsourcing strategy this way: “to take the work from any part of the world and do it in any part of the world.” (Gulf News, p. 30, September 29, 2007)

To me, the interesting part of this outsourcing article was not about how Infosys Technologies is becoming a global matchmaker by outsourcing its work to low wage countries, such as China, Czech Republic, Philippines, Poland, Mexico, and Thailand. It is about how it and other Indian companies are outsourcing its work to low-cost regions of the United States. Americans from US universities accepted a novel assignment from Infosys to come to India to learn computer programming so they can return to the US to work on back-office assignments. A rising number of Indian companies are opening back offices in Boise, Phoenix and Atlanta, where wages are relatively lower than other parts of the US. Wipro is opening a software development center in Atlanta and will hire 500 programmers during the next three years. Wipro's Chairman informed Wall Street analysts that "he was considering hubs in Idaho and Virginia, in addition to Georgia, to take advantage of 'states which are less developed.'" (Gulf News, p. 30, September 29, 2007)

The world has changed and will continue to change at exponential rates. The marketplace is already global. Many US corporations are experiencing faster international growth rates than domestic, and they continue to invest heavily in emerging markets including Russia, India, China, and Brazil. Companies in emerging markets are facing rising competition from lower wage markets and are beginning to invest in those markets and in client countries. Yesterday there was serious concern that the US had lost a lot of jobs due to outsourcing. Today, it appears that the US is beginning to gain new jobs from a number of countries to which it has outsourced, like India and China. What will the world look like tomorrow?

I passionately believe that we, as OD practitioners, can shape and influence tomorrow by leveraging our core competencies in change management, organizational design, and leadership development. We can shape the external environment through our work in developing future leaders and guiding companies through change. I believe we must continually upgrade our skills and reinvent our knowledge to be effective in guiding our clients. By publishing this global Special Edition, we expect to achieve our goal to help drive change and grow our profession.

This Special Edition will benefit the HR/OD community in several ways:

- Academic community – The academic community will find the content of these contributions of value to raise the awareness of current best internal practices with specific applications. Program directors can be informed and encouraged to strengthen their curriculums and research directions. Graduate students may use this edition to leverage their classroom experience, as they prepare to enter the OD profession and compete for opportunities in the global marketplace.
- Current practitioners – Both internal and external practitioners can use this knowledge to guide and grow their practice areas, enhance their skills, and strengthen their core competencies, by learning from other OD professionals.
- Our clients and business partners – Potential and existing clients can be better informed of the capabilities OD professionals can bring to enhance employee engagement and organizational growth and vitality.

Content like this has never been captured or disseminated because internal practitioners do not have the luxury of time to write. This is the first time many of these authors took the time to document their work, secure the support of their companies to release the information, and share their internal efforts with all who are interested. We applaud all our authors for their trust in us, and their willingness to provide working papers without the benefit of professional editors. In this global Special Edition, readers will experience truly authentic voices of internal practitioners worldwide who share their stories from a place of caring and eagerness to advance the field of organization development.

While this series is titled a best internal OD practice edition, no one associated with its production has judged or evaluated "a best global practice." Rather, authors were encouraged to share what they perceived to be a best

practice within their organization, whether that organization is a start-up company in India, a non-profit organization in the US, an energy company in Africa, or a hi-tech company in China. We also chose not to judge whether an article fit the definition of organization development, since there are variations among the definitions of OD. We recognized, too, that OD is practiced differently across geographies, countries, sectors, industries, organizations, groups and contexts.

To share additional insights into their workplaces, many authors have generously provided a reflection section outlining their working environment, the benefits of the intervention as described in their paper, and finally, to share their perspective of the overall outcome.

This final special edition is the collaborative labor of love of more than 30 authors and co-authors, and an all-volunteer team of 105 practitioners, led by the highly dedicated leadership team from the New Jersey OD Community. We became actively engaged because of our passion and burning commitment to enhance the capabilities and reputation of our profession. Collectively, we share the common goal of advancing the field of organization development. We have worked collaboratively with our colleagues from top corporations in China, UK, Brazil, the Netherlands, Germany, Switzerland, Singapore, Finland, and Korea to bring this publication from concept to reality.

The team has invested over 5,000 hours over the last 14 months that it has taken to prepare these three special volumes. We have worked many long night and weekend hours to ensure the highest quality professional publication. If I were to estimate the dollar value of the time the team has invested, it would total well over \$1 million. However, it is impossible to put a price tag on our passion and dedication, not to mention the time each of us could have spent with our families and loved ones instead of guiding authors and creating this 3 volume special edition set of the OD Journal.

We are very proud to share this third and final special edition as we close out this project and our involvement with the OD Institute, publisher of the OD Journal. As leader of this team of illustrious and generous professionals, I express our appreciation for the opportunity to contribute to the internal OD body of literature and to advance the field of organization development. We wish you the very best.

Ted Nguyen
Dubai, United Arab Emirates
September 2007

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Strategic Intent: A Key to Business Strategy Development and Culture Change

James W. Ice, Respiroics, Inc.

Abstract

In 2002, Respiroics, Inc. was at a turning point in its history. Changing market conditions, increased regulation and growing competition prompted executive management to commission a project to develop a sustainable business strategy capable of delivering consistent and predictable growth. This paper outlines the major steps, decision points, and challenges encountered during the creation and implementation of this strategy. Particular emphasis is placed on the central role articulating a “Strategic Intent” played in achieving success.

Background

Respiroics, Inc. is today the recognized leader in providing innovative solutions to the treatment of sleep and respiratory disordersⁱ. Established in 1976, the business built a reputation of bringing several innovative solutions to patients, helping them sleep and breathe easier. Most notably, the first commercially available treatment for Obstructive Sleep Apnea (OSA), a respiratory ailment resulting in interrupted breathing cycles during sleep, was introduced and advanced by Respiroics. Through its first 20 years, the business grew as awareness of sleep disorders and their treatment began to grow. The business attracted the attention of both the medical device industry and Wall Street as it demonstrated steady growth and was named one of the 200 Best Small Companies by Forbes Magazine. In 1998, with over 1000 employees and five operating facilities in the US and two international facilities, Respiroics had captured market leadership in each of its core markets. However, in 1999 after a major acquisition, Respiroics began to see market share slip and therefore lost the confidence of Wall

Street as the stock slipped to an all time low of \$7 per share. The Board of Directors took immediate action to correct course and brought in a new CEO to lead the business. As Respiroics’ products are sold mainly through distributors, the company began to differentiate themselves from their competitors by providing unique services to support the growth of their customers’ businesses. Many of these medical equipment distributors were locally owned and operated “mom & pop shops” who provided medical equipment, such as walkers and oxygen, to patients within their local community. As the competition for products and services increased between these medical equipment companies, Respiroics assisted these businesses by providing them with business plans, marketing programs, financing, and service arrangements designed to enhance their business. Respiroics focused on the needs of the customer and began to regain market share and the confidence of Wall Street.

The Board of Directors was not satisfied with this financial turn around alone. As they assessed the market conditions and the growing number of competitors for the core OSA market, they were concerned that even these positive changes would not sustain the desired growth. Therefore, they challenged executive management to develop a sustainable strategy for long-term growth and implement that strategy to drive results in all business units. They tapped the head of the largest operating division to lead this projectⁱⁱ and appointed him Chief Strategic Officer (CSO). He tapped into several individuals from across the business as well as externally, to assist him in shaping and implementing that strategy. In hindsight, the process can be described in five major steps.

Step One – Define the Desired Strategic Outcome

The greatest challenge of creating and implementing meaningful strategy was to identify the outcomes of a successful strategy in an operational way so as to direct action and enable the measurement of results. Respiroics, as a publicly traded company, desired that their strategy would yield long term growth and a positive perception by investors. Specifically, the desire of the management was to be seen by the market as a “buy and hold” stock, one that yielded greater long term value by holding onto the stock rather than trading it. The new CSO engaged a third-party research organization to help uncover the performance criteria that would lead an investor to perceive Respiroics as a buy and hold company. The objective was to be seen as a company that engendered trust and provided the investor with the long term conditions for success. Research yielded the following three performance criteria that long term investors desired, financial performance, (including annual revenue growth in the mid-teens), operational excellence, including cash generation and operational expense control, and value creators such as consistent and predictable growth performance, sufficient breadth and scope of company products and services, and demonstrated management team capability and credibility.

These factors became the scorecard of performance as Respiroics considered the development of an enduring business strategy. It was during phase one that the CSO engaged the internal OD and HR resourcesⁱⁱⁱ. The initial project connection came in the form of a request to assist with one specific value creator, demonstrated management team capability, by developing a more robust succession planning process. During the contracting phase of this initial engagement, the larger project was outlined, and a new integrated approach for succession and leadership capability development to support the initial request was delivered. However, this initial entry point provided the opportunity to share with the CSO new ideas, processes and tools to assist with the larger project. He quickly took us into the inner circle of development and execution. This access and confidence allowed us to suggest conceptual frameworks (e.g. strategic intent; key competencies); assist with data collection and analysis (e.g. S.W.O.T.) and facilitate the communication and integration of the resulting strategy toward culture change as described below.

Step Two – Assess the Current State

To understand our current state in each of the buy and hold performance criteria, a careful analysis of the strengths, weaknesses, opportunities and threats (S.W.O.T.) was completed within each of the four operating divisions. These conversations with business leaders across the business units revealed environmental and operational concerns. New competitors had entered the market, governmental regulations had placed greater pressure on profit margins^{iv} and conflicting priorities characterized the businesses. As a business built primarily around engineering competencies, Respiroics had developed complex design and development processes. However, when asked, there appeared to be no clear answer to the most fundamental strategic decision: “*What should the scope of our products and markets be?*” The rapid growth and market pressure had yielded a company splintered in focus and product portfolio. Without a clear strategic driving force, what we began to call strategic intent, the individual businesses were heading in a dozen different directions based on their recent market/product history and/or their perception of their current operational strength. It was clear that within the current competitive environment and with so many environmental issues in flux, neither of these perspectives were sufficient to inform a strategy that would anticipate the rapidly changing conditions, challenge status quo and deliver the expected financial performance of a growth oriented company.

Step Three - Determine the Strategic Intent

A company’s driving force, or strategic intent, informs and shapes how a business defines itself and where it finds its unique strategic advantage. A clear strategic intent gives managers a rallying point around which to make decisions about the future of their organization and to assess product options and market decisions. Without it, they lack the understanding of the central driving force of what the business is trying to achieve and are forced to rely only on history for decisions about the future. We found this concept best articulated in a model presented by Tregoe and Zimmerman (1980) describing a taxonomy of nine strategic areas which shape the overall strategic intention of the business.

Table 1. Taxonomy of Possible Strategic Intentions

Strategic Area	Definition	Examples
1. Products Offered	Focused on the current product mix, look for ways to improve or extend current product capabilities and achieve higher penetration of current markets	Ford motor Company Bank of America Metro-Goldwyn-Mayer, Inc.
2. Market Needs	Provides a range of products to fill current or emerging needs of identified markets; develops new products/services; searches for new markets with characteristics similar current	Gillette Company Merrill Lynch & Co. Inc
3. Technology	Offers only products/services that emanate from or capitalize on its technical capability; seeks new applications for its technology	E.I. DuPont de Nemours Honda
4. Production Capability	Leverages production know-how, processes, systems and equipment; two-types: commodity – characterized by long runs and economies of scale; job-shop – produces a wide range of products which utilize its production know-how;	US Steel Corporation International Paper Co
5. Method of Sale	Established primary method for convincing customers to buy its products and determines products, markets and geographic scope on the basis of this method of sale	Avon Product, inc. AMWAY EBay
6. Method of Distribution	Leverages strong distribution channels to deliver products; determines product mix, customers and geographic scope based on existing channels	McDonald's Corporation COMCAST
7. Natural Resources	Develops products through the use or conservation of natural resources	Gulf Oil U.S. Forest Service
8. Size/Growth	Determines the products and markets service based on the desire to become larger or smaller; may push into unrelated markets if potential for size/growth exists; often an interim driving force	Litton Industries (1950-60s) General Electric
9. Return/Profit	Desires for specific levels of return drive the product and market decisions of this organizations; will change market scope in order to achieve its return/profit requirements	R.J. Reynolds Industries Tyco International

Although each of these strategic areas are critical to the success of any organization, the authors suggest that each company needs to consider which of these strategic areas will serve as the core driving force for that business. Once decided, strategic intent then serves to inform all other decisions about the future of the business. Companies that are unclear on which strategic intent drives their business or try to operate

from multiple strategic intents will produce conflicting priorities, wasted resources, indecision and frustration in the workforce and then confusion in the marketplace. When priorities conflict and scarce resources must be allocated, managers need to know how to make the tough decision. They need a touch point which shapes the future and explains the past. The articulation of the driving force in the business is

different from a mission and/or vision statement. While a mission or vision statement may define the aspiration or purpose of the company, the strategic intent articulates how we are going to leverage the company resources and strategic alternatives to accomplish this goal. A common mission considered from the different strategic perspectives articulated in this taxonomy would yield very different courses of action. As each perspective leverages a different strategic imperative, it sets different priorities, recommends different investments and shapes different cultures. Therefore, the articulation of a strategic intent for a business informs all other strategic decisions to follow.

There are numerous examples of organizations that have leveraged each of these strategic intents as their primary driving force toward success. Honda has successfully leveraged their deep understanding of engines (technology) and applied them to markets from lawn mowers to portable generators to automobiles. General Electric has built its substantial reputation on its passion to grow and return a profit and to be first or second in each market in which it chooses to compete. Within the medical device industry examples of great success with businesses that have focused resources around one of the defined strategic intents can also be found. While no single driving force guarantees success, it does help to articulate the core assumptions and priorities of the business, informs leadership for decision making and defines for the workforce the source of their unique chosen competitive advantage.

Our SWOT analysis discovered that six of the nine strategic intents described in this taxonomy were identified by business leaders as driving critical decisions within their businesses. The assumptions and behaviors of some leaders suggested that greater penetration of current products was the driving force for our business, while for others leveraging our distribution channels, advancing our technology, maximizing our production capability or mergers and acquisitions (i.e., growth) were identified as the single most important determinant for strategic direction and investment of resources. When Respironics' executive management considered each potential strategic driver within the context of the markets served, the company's history/origins, and the core beliefs of the business they realized that many strategic intents were viable for Respironics. However, it was determined that a "Market Needs" strategic intent best described the core decision making criteria and the type of culture the executive management desired for this medical device company. This strategic intent leveraged the company's passion for improving the lives of patients, for

providing novel solutions to clinicians and for providing programs to enhance the business capabilities of the home health care product distributors. It would also challenge the business to understand and anticipate the needs of the markets and to design and deliver new solutions. This decision represented a conscious shift in focus in a company that had built its reputation on engineering success and innovation to a business focused around markets and their needs. Yes, the engineering efforts were intended to address specific market needs, but over time the business had encoded the engineering DNA so far into the organizational fabric that product specifications, product feature choices, delivery dates and sometimes even the "go to market" strategies were defined by the research engineers - not those closest to the market. Over time Respironics had focused on developing engineering as a core competency of the business and this strategic intent called for marketing to be the differentiating competency for the business. This single decision of the driving force (strategic intent) for the business would require re-education and re-tooling across the entire business.

Step Four - Articulating the Strategic Vision

Along with the consideration of the desired outcome and the strategic intent, a business strategy must consider a complex set of interacting factors, including: the industry's history and structure, the companies (and competitors) capabilities and the markets in which the firm chooses to compete. How you define your market shapes your view of the world. It becomes the aperture through which you view everything. Define it too narrowly and you miss market opportunities; define it too broad and you dilute resources and risk losing market penetration.

For Respironics, the OSA market had long been considered our primary market by both Wall Street and our own leaders. This perspective may have come from a 'products offered' mentality as 80% of our revenues were generated through OSA related products. A 'market needs' strategic intent would call us to carefully reconsider our assumptions about the markets we serve. For example, our market research discovered that 50% of people in the US alone describe themselves as a "problem sleeper". Most of these individuals did not have OSA and many would consider a medical device as an alternative to drugs to assist with sleep. So we began to talk about the needs of the problem sleeper rather than the OSA patient - expanding our potential market ten fold. The Allergy and Asthma division reframed their historical declining market of nebulizers and flow meters into an

emerging market of using the respiratory system to deliver drugs into the body. Rethinking the markets we serve required us to redefine operational strategies, R&D projects, and who we considered our competitors.

The company vision statement needed to also reflect this new focus.

To be the worldwide leader at anticipating needs and providing valued solutions to the sleep and respiratory markets.

Although the new vision was quite simple, each word was carefully crafted to communicate something special about the desired market position (worldwide leader), the strategic intent (anticipate and provide valued solutions) and the desired markets (sleep and respiratory) for Respiroics. This strategic shift required communication to the management, the employees, our suppliers, our customers and Wall Street. In order to explain the new behaviors required of the workforce, three key competencies were articulated along with the vision to illustrate the new way to thinking.

1. **Market Foresight^{vi}** - Exploiting deep insights into the trends in technology, demographics, regulations, and lifestyles to re-write rules and create new competitive spaces, sensing both opportunities and threats
2. **Learning Agility** - Aggressively learning and applying the new skills/knowledge required to be successful within new, changing or uncertain conditions
3. **Teaming** - Leveraging available resources and capabilities (internal/external) to execute and achieve defined goals

Through an integrated communication plan (e.g., visuals, meetings, on-boarding and performance management alignment with strategic objectives and language) we attempted to touch each associate with a clear and consistent message of the strategic direction of the business and their role in achieving this vision – spreading both the language and excitement of the new strategy. To assist with the dissemination of the message/behaviors we identified, trained and commissioned influence leaders from across the business to serve as agents for change within their own work environments.

Step Five – Walk the Talk – then Talk about the Walk

Executive management took immediate action to re-organize/create strategic business units designed to focus on exploiting existing and emerging markets. Perhaps the most significant demonstration of the execution of this strategy was how executive management chose to allocate resources and invest their money – against the strategic intent. Aligning resources into market segment based strategic business units, investing in emerging markets, funding market research and product development, M&A, and strategic competency development, are just a few business decisions resulting directly from the selection of a market needs strategic intent – demonstrating their willingness to walk the talk. These decisions, as well as personnel decisions (senior staff replacements, leadership development), were communicated to the employees and the market at large within the context of how they support the implementation of the strategic intent and alignment (or lack there of) with the business strategy – a steady drum beat of walking the talk and talking about their walk.

Perhaps the greatest challenge in implementing this market needs strategic intent was in shaking loose the grip of the historical culture, characterized by highly engineered processes designed to maximize the design and development of products rather than the development of markets. While these design engineering processes are critical for a market needs company as well, conflict often arose between marketing leadership and engineering leadership as to who had the final call on product design, features and development priorities. It took time to build the competencies and develop the trust required for the group to accept the new accountabilities of the product manager - accountable to define the market need in such a way to direct the work of the engineer's energy and creativity.

While this implementation is a journey not a destination, significant progress has been made since its initiation in 2002. Respiroics' revenue has grown from \$450M to \$1.2B as we have expanded our product offerings, developed our Research & Development pipeline, maintained leadership in our core markets, and acquired several businesses and/or technologies. Ninety-six percent of our associates report they understand where the company is headed and the strategic Vision for the company^{viii}. The language of strategic intent, market needs and the three key competencies are now part of the company's day-to-day business lexicon as excitement is building about the opportunities ahead.

Conclusion

Beginning with the challenge to build a sustainable strategy for long term growth, a five step strategic development process was executed. Central to this strategy was the definition of a 'strategic intent' for our business. Our strategic intent informed and shaped how our business defined itself and where it intends to find our unique strategic advantage. Our strategic intent has given managers a rallying point around which to make decisions about the future of their organization and to assess product options and market decisions. We believe this strategy can differentiate us from competitors and prepare us to anticipate and adapt to the challenges that lie ahead.

References

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Author's Reflection

I have served as the Director, Organizational Development for Respiroics since 2002. In this role I report directly to the Chief Human Resource Officer (CHRO), who is a member of the executive staff. I have oversight accountability for all Talent Management activities and processes for the enterprise. These include organizational development; talent acquisition, performance management, executive succession, management development, engagement and retention, and strategic competency development.

The most difficult challenge faced in this project was how to evolve a historically successful engineering-based organizational culture to a culture focused more on the unique and emerging needs of the market and customer, rather than the features of products delivered. The existing culture was strong and ingrained in the attitudes, assumptions, and processes of the day-to-day decision making at Respiroics. Introducing the concept of strategic intent facilitated the dialog of new assumptions, processes, and behaviors in light of the market needs as strategic intent. This discussion, along with the introduction of the key competencies, market foresight, learning agility, and teaming, which were selected specifically to drive the defined strategic intent, provided a language to describe the new expectations and required behaviors. The unique advantage I had as an internal consultant to this project was a deep understanding and respect for both the history

and success of the current culture. This allowed me to challenge the status quo from a less threatening perspective, as a member of the family, so to speak. Additionally, the strong sponsorship and support of the chief strategic officer, CHRO, and the board of directors generated the willingness from other executives and leaders, even those most ingrained in the old culture, to consider the required cultural changes.

When tackling a project like this, I have come to believe that defining a new language is critical to getting people to think differently about old behaviors. The unique advantage of the internal consultant is that they can leverage organizational history and stories to illustrate and expand the new language to break down some of the resistance to the desired change.

Author's Bio

James W. Ice joined Respiroics as the Director of Organizational Development in 2002. In this role he has oversight accountability for the OD, executive development, talent management, and talent acquisition initiatives across the enterprise. Over his 20 year career, Jim has held several internal OD and HR roles for Alcoa, Allegheny Energy, and HealthSouth Healthcare Systems. In addition, Jim served six years as the Vice President of Professional Services for Success Factors, Inc., a human resources consulting and software company, consulting to over 200 leading companies on business strategy and alignment of human capital. He holds a BA from West Virginia University in Psychology, a MS from Purdue University in Organizational Communication and is completing his EdD at the University of Pittsburgh. He is a frequent speaker at professional and academic venues. He can be contacted at: jim.ice@respiroics.com

Endnotes

ⁱ These disorders include treatments for obstructive sleep apnea (OSA); asthma; chronic obstructive pulmonary disease and restrictive lung disorders.

ⁱⁱ This project was assigned as a development opportunity and to assess the candidate's ability to think and lead strategically – a condition for success as the primary successor to the current CEO.

ⁱⁱⁱ At the initiation of this project the internal support resources were both new to the business – CHRO, less than 9 months; Director of OD, less than 3 month

^{iv} Governmental reimbursement limits set by Medicare directly impact the price of each unit sold.

^v Schoemaker, P. J. (1992). *Corporate Strategy*. MIT/Sloan Management Review, Vol 34, No 1, pp. 67-81

vi Adapted from Hamel, G. and Prahalad, C. K. (1994). Competing for the Future. Boston Mass: Harvard Business School Press.

vii This process continues today as the markets continue to evolve and dictate the organizational structures required to support their development.

viii As measured by the annual Employee Engagement Survey